

HIM, GOOD and the HIMS



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Agenda

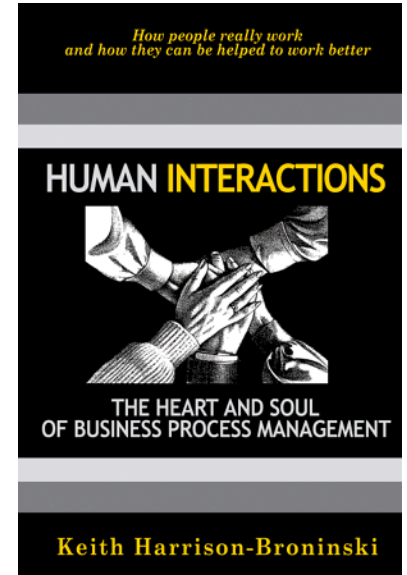
- How to improve collaborative work?
- How to manage enterprise-scale change?
- How to take enterprise technology beyond *communication* into *collaboration*?

Agenda

- How to improve collaborative work?
- How to manage enterprise-scale change?
- How to take enterprise technology beyond *communication* into *collaboration*?

Transforming work

- “Human Interactions” (2005)
 - “the overarching framework for 21st century business technology”
Editor, CIO Magazine
- The standard, peer-reviewed theory of **collaborative human work**
 - <http://bit.ly/him-theory>
- Principles and patterns for effective, efficient, adaptive knowledge work
 - Can be used without supporting technology
 - Spreadsheet-based consulting method enough to **introduce transparency** and **double productivity**



HIM Testimonials

- After spending significant time analyzing release management activities using mainstream process notations, the Business Support Group (EMEA) of Sun Microsystems switched to HIM notation, and **within 2 weeks** had captured, agreed and improved the entire process.
- Praxis High Integrity Systems **halved the effort** required to fix faults via creation of a HIM-based lab.
- PCG Campbell used HIM to make a **paradigm shift** to better understanding of individual roles and decentralized, goal-driven management practices.

The 5 Principles of HIM

1. Build effective teams
2. Communicate in a structured way
3. Create, share and maintain knowledge
4. Align your time with strategic goals
5. Negotiate next steps as you work

Under the hood - the HIM Model

<u>How to Work</u> R – Research E – Evaluate A – Analyze C – Constrain T – Task		<u>How to Learn (Research)</u> A – Access I – Identify M – Memorize	<u>Work and Workers</u> Human Driven Work or Mechanistic Work Interaction Worker or Independent Worker	<u>Conversations</u> For Possibility Do we want to work together? For Disclosure On what basis? For Action Request/Promise Offer/Accept Report/Acknowledge	<u>Levels of Control</u> Strategic External to work process Overall sponsor Defines key deliverables/metrics Executive External to work process Accountable/informed /consulted Refines deliverables Defines key Roles/Interactions /Activities Management Internal to work process Responsible Refines initial process Facilitates/monitors process and its evolution
<u>Users</u> Identity Physical Location Virtual Location Relationships User Type Capabilities (knowledge and experience) Organizational Authority Characteristics	<u>User Characteristics</u> Action Shaper Implementer Finisher People Coordinator Teamworker Investigator Cerebral Plant Evaluator Specialist Leader Manager Executive Strategist	<u>Activities</u> Units of work Include one or more Tasks Atomic Transactional: Failure of any Task => undo of all Tasks	<u>Roles</u> Goals Responsibilities Interests and Agreements Information (private) References to other Roles Capabilities (powers and permissions) Process Authority <u>Interactions</u> Asynchronous Exchange of Information Exchange of Intent (Speech Acts) <u>Interaction Patterns</u> For deciding on next steps Agreement For doing work Collaborative Transaction	<u>Speech Acts</u> Intended Manner (aka Illocutionary Force) Assertive Directive Commissive (Promise, Intention) Expressive Declarative Intended Effect (aka Performative) <u>Resources</u> Offline / online Information within Role Atomic – digital Shared by Role	

Users of HIM don't see the model ...

HIM users see Plans

- **Plans** contain **Stages** with different purposes
 - In each Stage, people play **Roles** to provide **Deliverables**
 - Stage members have access to its Deliverables
 - **Messages** sent in a Stage go to all Stage members
- **Plan owner** oversees work
 - Creating Plans from **Templates**
 - Starting, ending, adding, removing and changing Stages
 - Others have more limited options for Plan change

HIM users see patterns for work

- REACT



- AIM



HIM users see patterns for management

- **Strategic** Control
 - Setting goals and objectives
- **Executive** Control
 - Assigning resources
- **Management** Control
 - Delivering results

Example Plan template as spreadsheet

Stage	Role	Activity	Deliverables	Deliverable Type
Dispute	Case Administrator	Explain Basis	Explanation	Uploaded File
			Explanation Summary	Multi-line Text
		Attribute To Third Party	Agree Third Party Responsible?	Checkbox
			Pursue Third Party?	Checkbox
	Case Supervisor			
	Infringer	Counter Claim	Dispute Reason	Uploaded File
			Dispute Reason Summary	Multi-line Text
		Attribute To Third Party	Third Party Name	Single-line Text
			Third Party Organization	Single-line Text
			Third Party Contact Details	Multi-line Text
			Assign Lawyer	Infringer Lawyer Name
		Infringer Lawyer Organization		Single-line Text
		Infringer Lawyer Contact Details		Multi-line Text
Legal Correspondence	Case Administrator			
	Case Supervisor			
	Infringer	Respond	Infringer Response	Uploaded File
			Infringer Response Summary	Multi-line Text
		Propose Mediation	Infringer Mediator Name	Single-line Text
			Infringer Mediator Organization	Single-line Text
			Infringer Mediator Contact Details	Multi-line Text
			Infringer Lawyer	Respond
	Infringer Lawyer Response Summary	Multi-line Text		
	Propose Mediation	Infringer Lawyer Mediator Name		Single-line Text
		Infringer Lawyer Mediator Organization		Single-line Text
		Infringer Lawyer Mediator Contact Details		Multi-line Text
		Supervising Lawyer		
	Paralegal	Submit Demand	Demand Letter	Uploaded File
			Formal Undertakings	Uploaded File
			Demand Date	Date

Benefits of HIM

- Turn chaos into order
 - Replace byzantine, unusable flowcharts (GANTT charts, documents, ...)
 - With clear, simple descriptions
 - That everyone can understand
- Provide a basis for managing work
 - Assign responsibilities
 - Control statuses of Stages and deliverables
 - Distinguish Plans and sub-Plans
- Improve **efficiency** and **effectiveness**
 - **Double productivity**
 - Align work with **organizational goals**

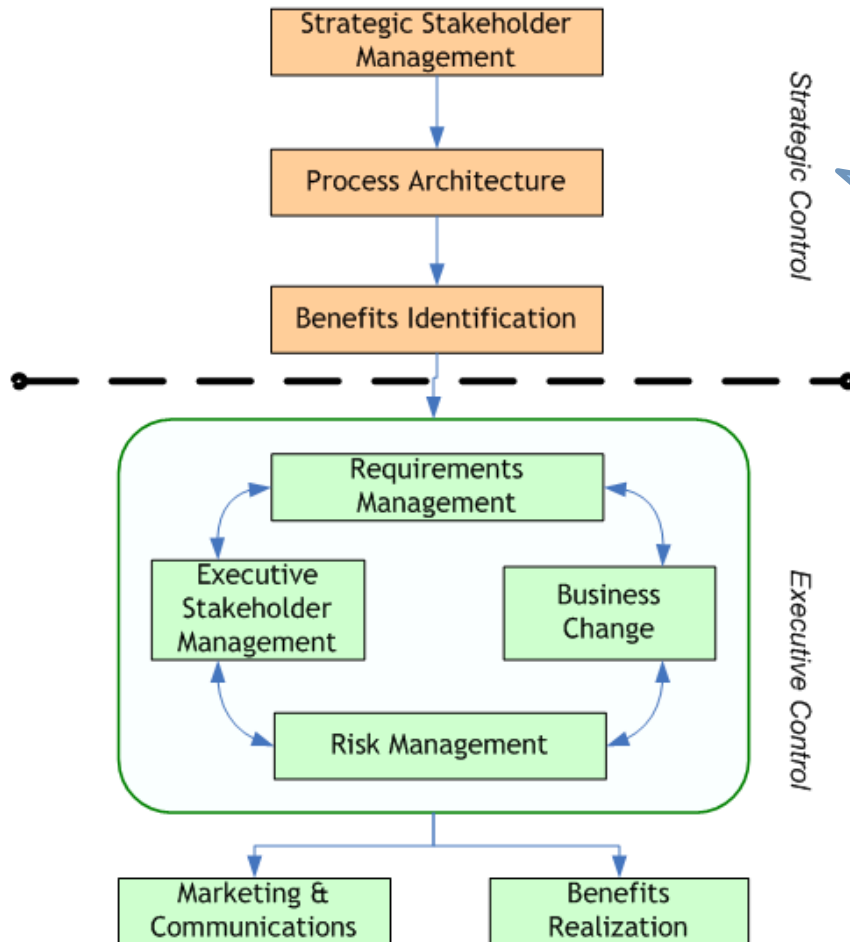
Agenda

- How to improve collaborative work?
- How to manage enterprise-scale change?
- How to take enterprise technology beyond *communication* into *collaboration*?

Transforming organizations

- A generic business change methodology
- That integrates high- and low-level activities
- By focusing on **Change Aims**
 - To ensure that work meets stakeholder needs
Identify stakeholders, (internal and external, organizational and individual) and communicate with them effectively
 - To deliver results into a business-as-usual environment
With all necessary resources in place and without disruption to working patterns
 - To maximize benefits from outcomes
Work out in advance what the benefits will be then ensure that the consequent work realizes these benefits
 - To minimize the costs associated with delivery
Managing dependencies and risks

Goal-Oriented Organization Design

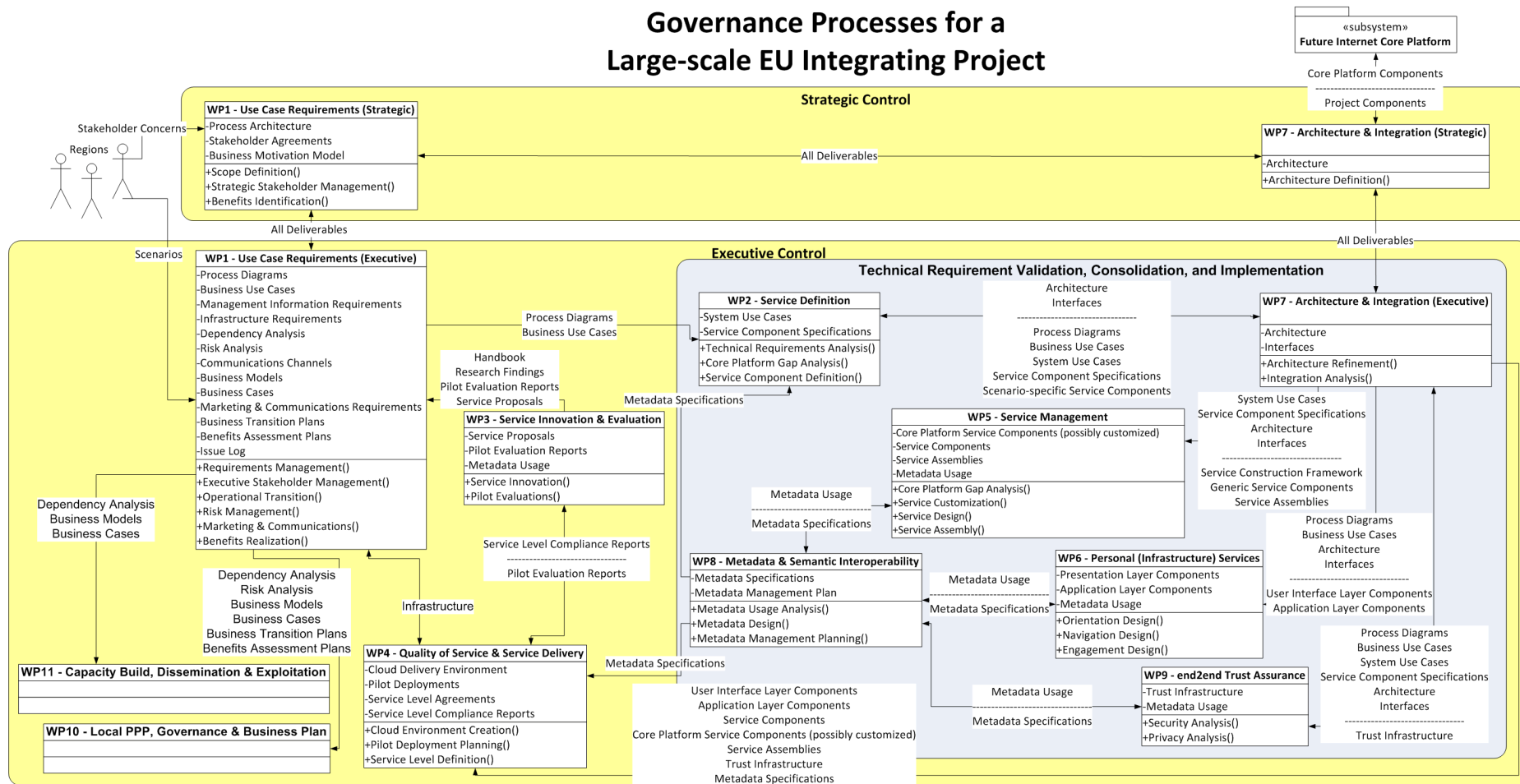


Methodology originally developed for a £300m UK public sector programme, but applies to work of any scale and type

<http://bit.ly/good-methodology>

Example of GOOD Governance

Governance Processes for a Large-scale EU Integrating Project



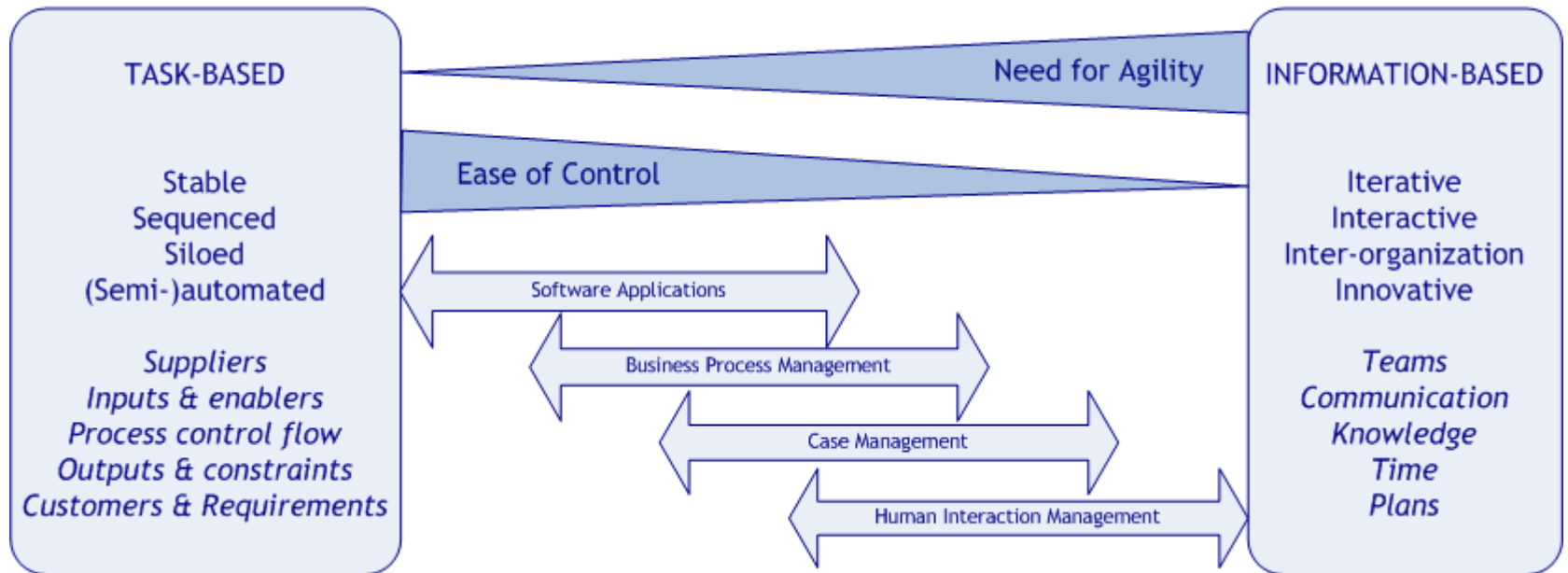
Benefits of GOOD

- Align change with **stakeholder concerns**
- **Integrate** change management activities
- Measure and **ensure success**

Agenda

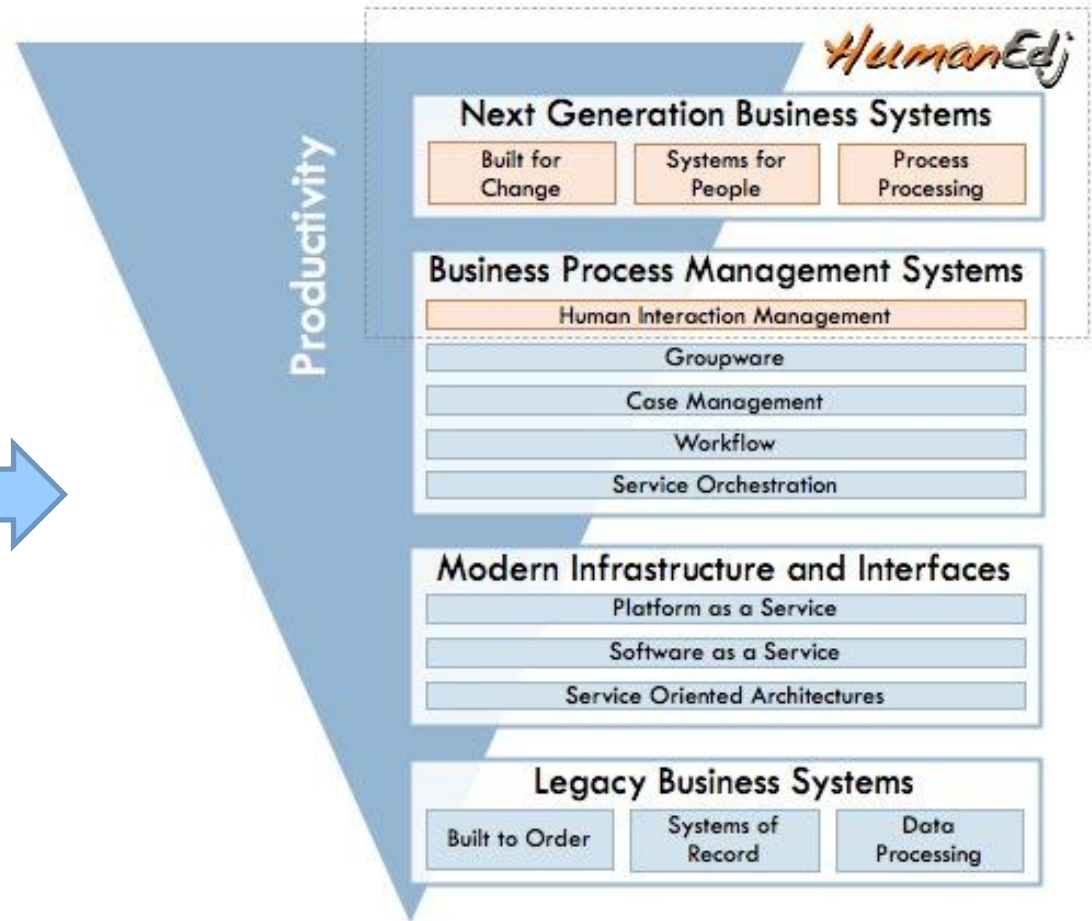
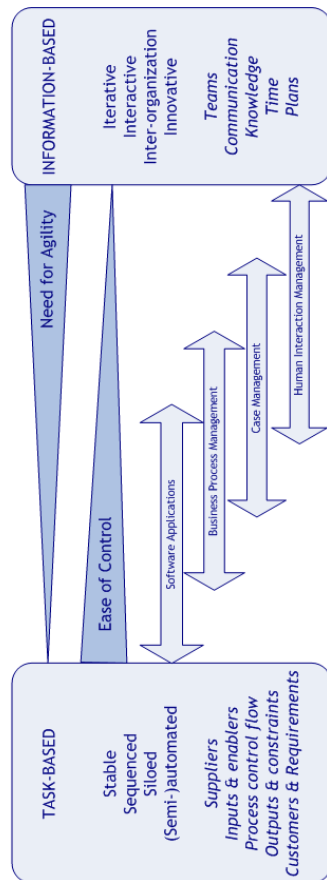
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The Business Process Spectrum



But what to put where in your IT stack?

Next Generation IT Stack



HumanEdj

- Reference implementation of a **Human Interaction Management System (HIMS)**
- **Web software**
to define **templates for collaborative, cross-boundary human work**
then create **adaptive, manageable Plans to do the work itself**
 - Pure Java application
 - API of scalable, stateless REST Web services
 - Customizable AJAX Web UI (jQuery, Freemarker)
 - Windows desktop UI for expert users
 - Cross-platform mobile interface planned
- For **non-technical** users
 - **Average** workshop feedback score from NHS staff over all questions: **9/10**

HumanEdj Testimonials

- “The *first fundamental advance in personal productivity* since the arrival of the spreadsheet”
Information Age
- “The *next logical step* in process-based technology”
Chair, Workflow Management Coalition
- “A HMS is the *top layer of a new IT stack*, in which the Intranet provides access to the enterprise backbone (including ACM and BPM systems) via HMS Plans. HumanEdj has a very powerful and flexible representation of goals, tasks, and tracking of such. It is very much the prototype of what I would like to see in all systems.”
Chair, Workflow Management Coalition Technical Committee
- “The NHS Institute for Innovation and Improvement deployed HumanEdj with a site license in order to *understand and improve collaborative, adaptive, cross-boundary work*. Use of HumanEdj has enabled non-technical business users to transform processes previously modelled as complex, static flowcharts into simple, dynamic Plans.”
Chief Information and Knowledge Officer, NHS Institute for Innovation and Improvement

Example Plan template in HumanEdj

The screenshot displays the HumanEdj Plan Designer interface within a Mozilla Firefox browser window. The browser's address bar shows the URL: <http://humanedj1:8090/resources/plans/Dispute02+%3A%3A+19-Nov-2010+11%3A>. The interface features a top navigation bar with tabs for 'To Do', 'Plan Stages', 'Advanced', and 'Actions'. A user profile for 'Francine Dawes' is visible in the top right corner, along with links for 'Help' and 'Log out'. A central banner contains a message: 'HumanEdj can provide status reports on Plans in which you are not directly involved. Use the field type "Template" to add a template to a high-level Plan.' Below this, the main workspace is titled 'Dispute02 [TEMPLATE]'. It contains a table with four columns: 'Stage', 'Role', 'Activities', and 'Messages'. The table lists three stages: '1. Usage Detection' (Role: Case Supervisor, Andrew Ramsay), '2. Invoicing' (Role: Case Administrator, Keith Harrison-Broninski), and '3. Dispute' (Role: Case Administrator, Keith Harrison-Broninski). The 'Activities' column for each stage lists specific tasks, such as 'View Legal Proceedings', 'View Legal Disput...', 'Explain Basis', 'Attribute To Third Party', and 'Start Legal Proceedings'. The 'Messages' column is currently empty. The bottom of the interface shows a 'Done' button.

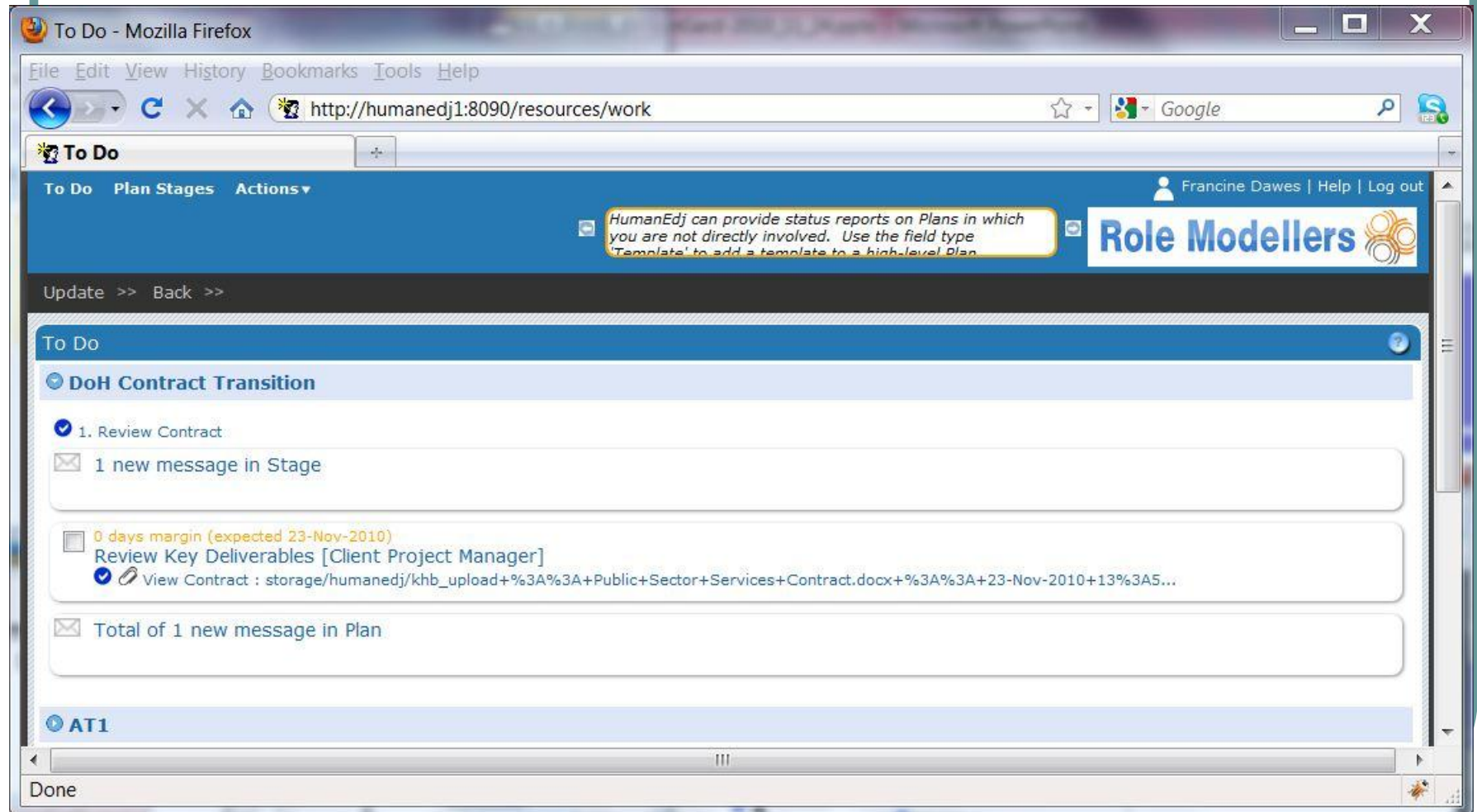
Stage	Role	Activities	Messages
1. Usage Detection	Case Supervisor Andrew Ramsay	View Legal Proceedings View Legal Disput...	
2. Invoicing	Case Administrator Keith Harrison-Broninski	Explain Basis Explanation Explanation Summary Dispute Reason Dispute Reason Su...	
3. Dispute	Case Administrator Keith Harrison-Broninski	Attribute To Third Party Third Party Name Third Party Organ... Third Party Conta... Agree Third Party... Pursue Third Party Start Legal Proceedings Infringer Lawyer ... Infringer Lawyer ... Infringer Lawyer ... Legal Proceeding...	

Another example Plan template

The screenshot displays the Plan Designer web application in a Mozilla Firefox browser. The page title is 'Plan Designer >> Contract Transition - Mozilla Firefox'. The browser's address bar shows the URL: <http://humanedj1:8090/resources/plans/Contract+Transition+%3A%3A+23-Nov-2011>. The application interface includes a navigation bar with 'To Do', 'Plan Stages', 'Advanced', and 'Actions'. A user profile for 'Francine Dawes' is visible in the top right corner, along with a 'Log out' link. A blue banner at the top right contains the 'Role Modellers' logo and a message: 'You can send messages in any Stage that your Role belongs to. If you have no Activities in the Stage, click on an Activity in the Stage belonging to another Role.' Below the banner, there are 'Update' and 'Back' links. The main content area is titled 'Contract Transition [TEMPLATE]' and features a table with columns for 'Stage', 'Role', 'Activities', and 'Messages'. The table lists 13 stages, with the first two stages having associated roles and activities. Stage 1, 'Review Contract', is assigned to 'Project Manager' (Keith Harrison-Broninski) and includes activities 'Extract Key Deliverables', 'Contract', and 'Key Deliverables'. Stage 3, 'Develop Process Library', is assigned to 'Client Project Manager' (Francine Dawes) and includes activities 'Review Key Deliverables', 'View Contract', and 'View Key Delivera...'. Stages 5 through 13 are listed without roles or activities. The bottom of the page shows a 'Done' button.

Stage	Role	Activities	Messages
1. Review Contract	Project Manager Keith Harrison-Broninski	Extract Key Deliverables Contract Key Deliverables	
2. Define Process Library			
3. Develop Process Library	Client Project Manager Francine Dawes	Review Key Deliverables View Contract View Key Delivera...	
4. Develop Process Tests			
5. Define Infrastructure			
6. Develop Infrastructure Tests			
7. Implement hardware			
8. Implement software			
9. Transfer Staff			
10. Resource Staff			
11. Train Staff			
12. Roll Out			
13. Lessons Learned			

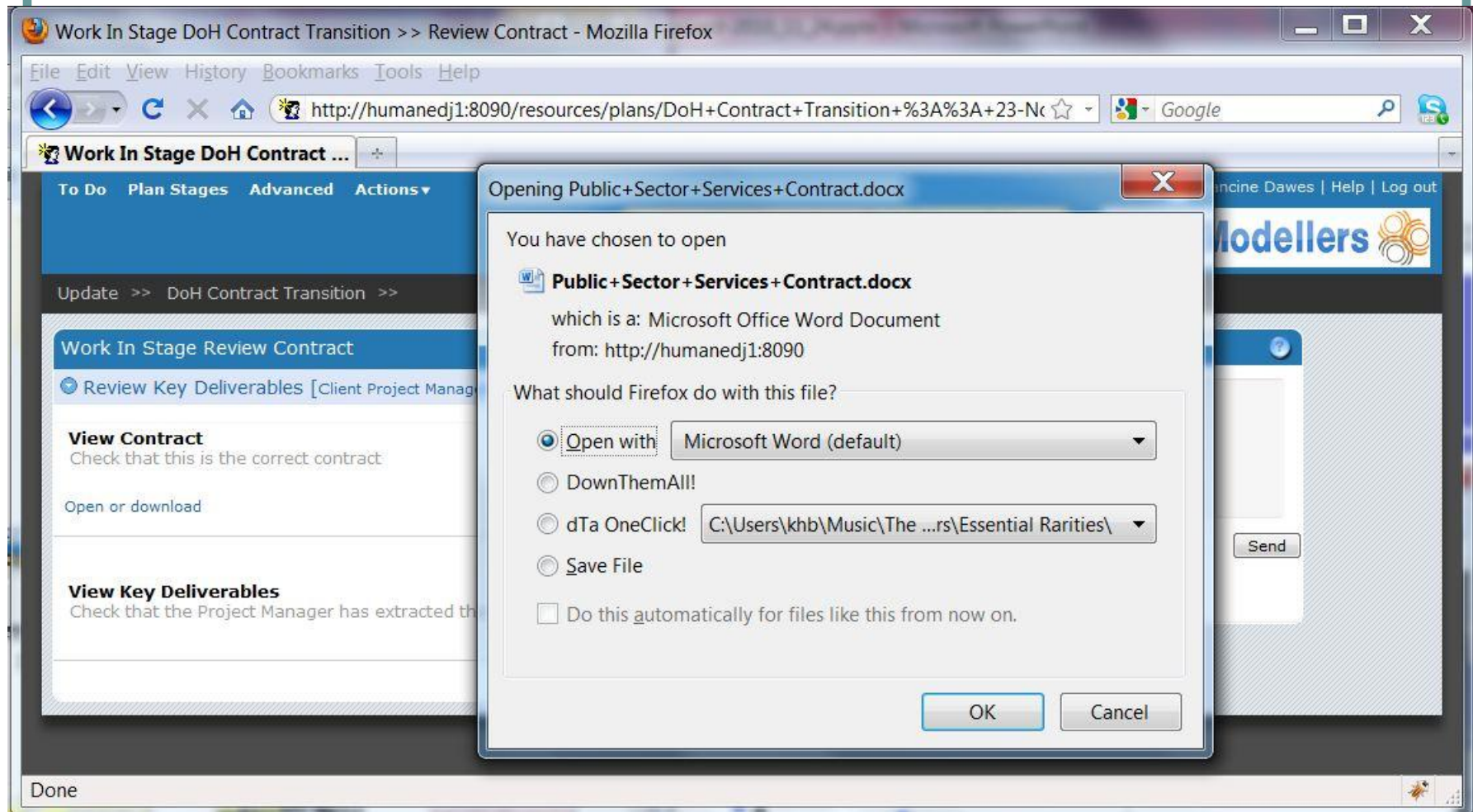
Using a HumanEdj Plan - 1 of 3



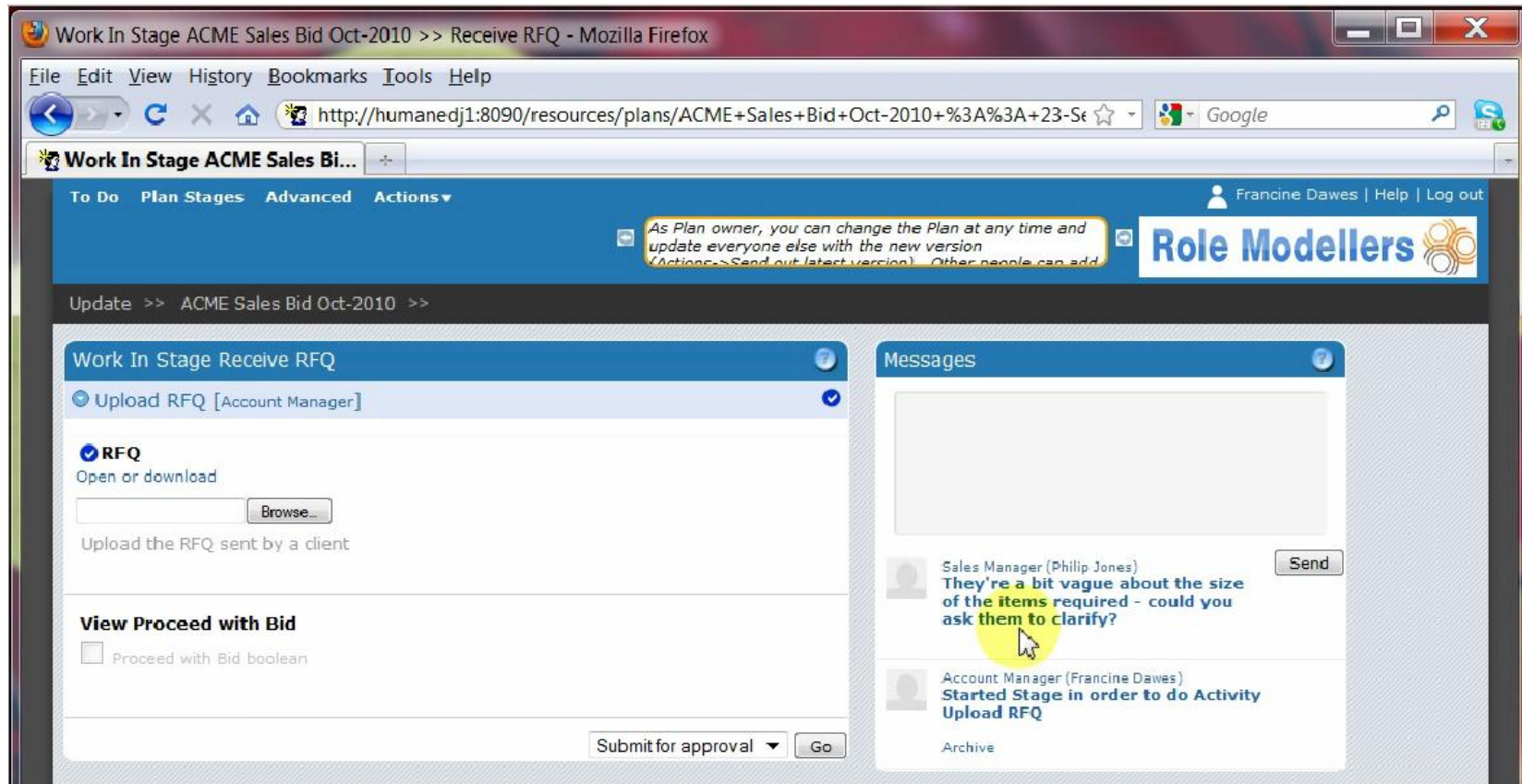
Using a HumanEdj Plan - 2 of 3

The screenshot displays a web browser window titled "Work In Stage DoH Contract Transition >> Review Contract - Mozilla Firefox". The address bar shows the URL: <http://humanedj1:8090/resources/plans/DoH+Contract+Transition+%3A%3A+23-N>. The browser's menu bar includes File, Edit, View, History, Bookmarks, Tools, and Help. The page header features a navigation bar with "To Do", "Plan Stages", "Advanced", and "Actions". A user profile for "Francine Dawes" is visible in the top right, along with links for "Help" and "Log out". A blue banner across the top contains a message: "You can send messages in any Stage that your Role belongs to if you have no Activities in the Stage, click on an Activity in the Stage belonging to another Role." The "Role Modellers" logo is also present. The main content area is titled "Work In Stage Review Contract" and lists several activities: "Review Key Deliverables [Client Project Manager]", "View Contract" (with a description "Check that this is the correct contract" and a link "Open or download"), and "View Key Deliverables" (with a description "Check that the Project Manager has extracted the key deliverables correctly"). A blue arrow points to the "View Contract" activity. On the right side, a "Messages" panel shows a message from "Project Manager (Keith Harrison-Broninski)" stating "Started Stage in order to do Activity Extract Key Deliverables", with a "Send" button. The bottom of the browser window shows a "Done" status bar.

Using a HumanEdj Plan - 3 of 3



Structured communication in HumanEdj



Managing work in HumanEdj

The screenshot shows the 'Plan Stages' application running in Mozilla Firefox. The browser address bar displays 'http://humanedj1:8090/resources/plans'. The application interface includes a top navigation bar with 'To Do', 'Plan Stages', and 'Actions' tabs. A user profile for 'Francine Dawes' is visible in the top right corner, along with 'Help' and 'Log out' links. A yellow tooltip message states: 'You can send messages in any Stage that your Role belongs to. If you have no Activities in the Stage, click on an Activity in the Stage belonging to another Role.' Below this, there is a 'Role Modellers' logo. The main content area is titled 'Plan Stages' and contains a table with columns: Stage, Role, Activities, and Messages. The table lists two activities for the 'Acme Sales Bid Sep-2010' stage: 'Upload RFQ' assigned to 'Account Manager Francine Dawes' and 'Review RFQ' assigned to 'Sales Manager Philip Jones'. Both activities have a blue checkmark icon. On the left side of the table, there is a legend for activity status: 'Not started' (grey circle), 'Started' (yellow circle), 'Approved' (green circle), 'Cancelled' (red circle with X), and 'Error' (yellow triangle). A mouse cursor is pointing at the 'Approved' status icon.

Stage	Role	Activities	Messages
Acme Sales Bid Sep-2010			
1. Receive RFQ	Account Manager Francine Dawes	Upload RFQ	
	Sales Manager Philip Jones	Review RFQ	

Revising a Plan on the fly in HumanEdj

The screenshot shows a web browser window titled 'Plan Overview >> Acme Sales Bid Sep-2010 - Mozilla Firefox'. The address bar shows the URL 'http://humanedj1:8090/resources/plans/Acme+Sales+Bid+Sep-2010+%3A%3A+22-Sep-2010'. The browser's menu bar includes File, Edit, View, History, Bookmarks, Tools, and Help. The page header features a navigation bar with 'To Do', 'Plan Stages', 'Advanced', and 'Actions'. The 'Actions' dropdown menu is open, showing options: 'Download', 'Send out latest version', 'Mark complete', 'Make template from Plan', and 'New template'. A tooltip message reads: 'You can send messages in any Stage that your Role belongs to - if you have no Activities in the Stage, click on an Activity in the Stage belonging to another Role'. The main content area is titled 'Acme Sales Bid Sep-2010' and displays a table with columns: Stage, Role, Choose template, Activities, and Messages. The table lists three roles: Account Manager (Francine Dawes), Sales Manager (Philip Jones), and Technical Consultant (Sarah Small). Each role has associated activities and messages. For example, the Account Manager has a 'Review Specification' activity with a '0 days margin (expected 23-Sep-2010)' and a 'View Specification' link. The Sales Manager has an 'Add Activity' button. The Technical Consultant has a 'Prepare Specification' activity with a '0 days margin (expected 23-Sep-2010)' and a 'View RFQ' link. The page also includes a 'Role Modellers' logo and a 'Log out' link.

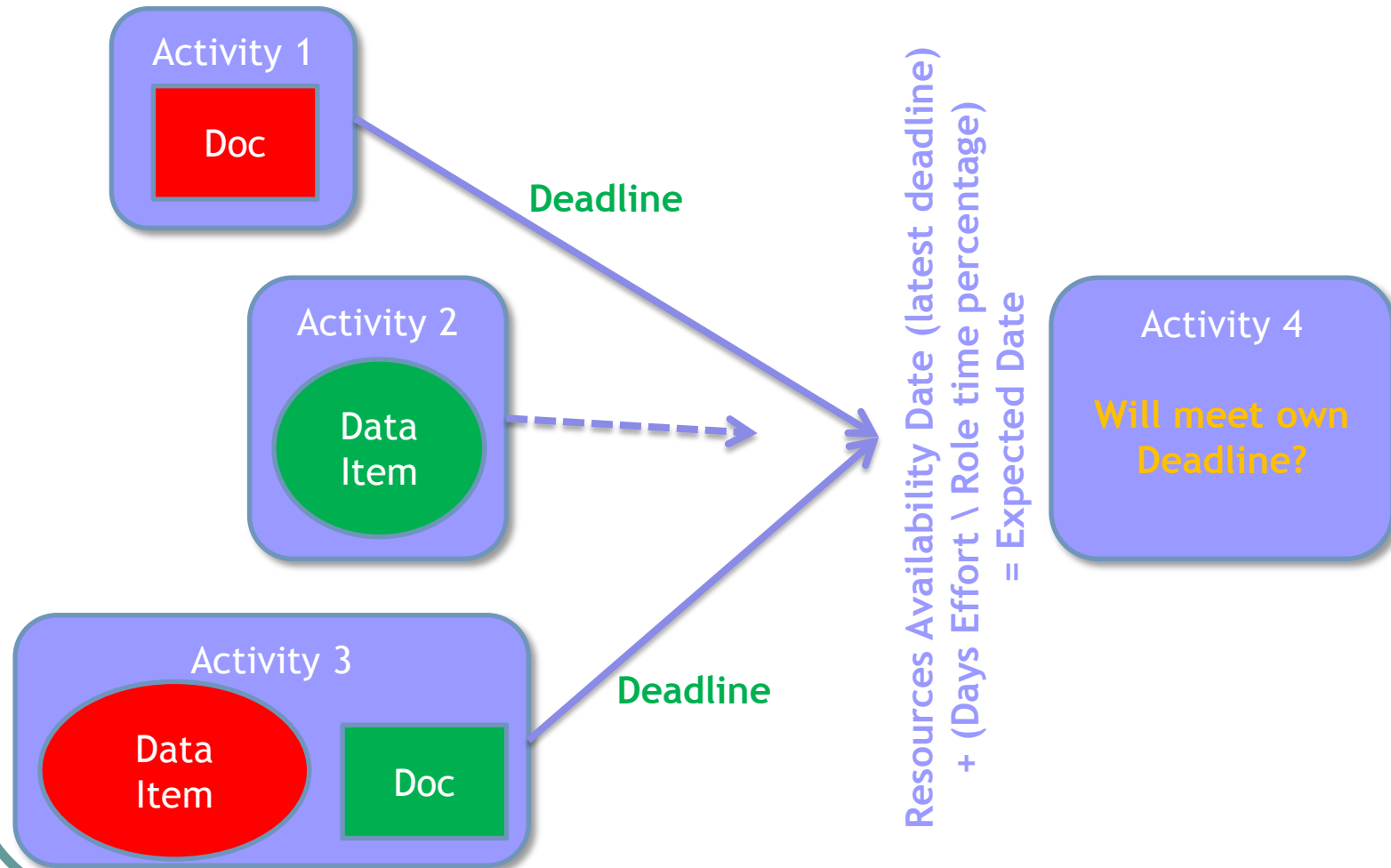
Fine-grained forecasting in HumanEdj

The screenshot displays the HumanEdj software interface for a project titled "Acme Sales Bid Sep-2010". The interface includes a top navigation bar with tabs: "To Do", "Plan Stages", "Advanced", and "Actions". A message box states: "You can see all data and messages in a Stage Role belongs to: if you have no Activities in the Stage, only show limited data, click on the Stage icon to see all data and messages". Below the navigation bar, there are buttons for "Update" and "Back".

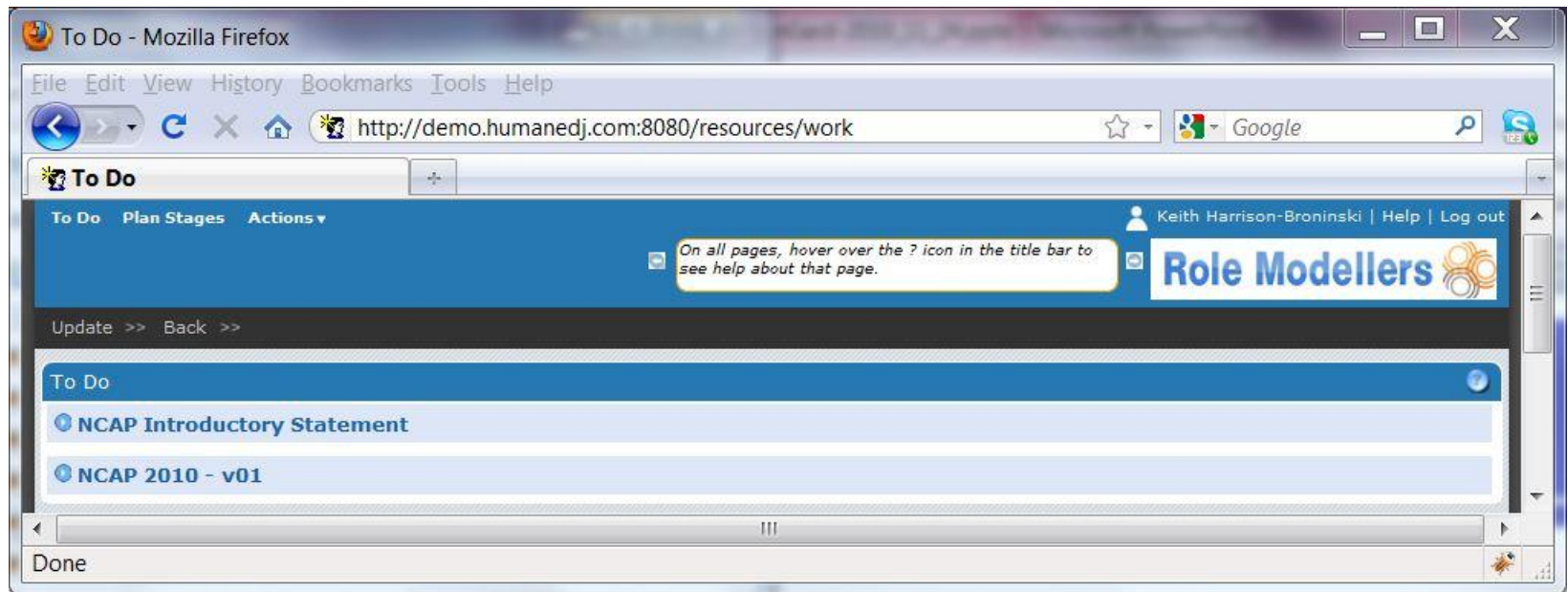
The main content area shows a table with columns: "Stage", "Role", and "Activities". The table lists the following stages and roles:

Stage	Role	Activities
1. Receive RFQ Receive the RFQ d...	Account Manager Francine Dawes	Review Specification 0 days margin (expected 29-Sep-2010) Review the specification of products and/or services View Specification
2. Specification -2 days (01-Oct-10) Prepare a speci...	Sales Manager Philip Jones	Add Activity
	Technical Consultant Sarah Small	Prepare Specification 2 days margin (expected 01-Oct-2010) Draw up specification of the products and/or services required Specification View RFQ Test Specification
	Tester Unassigned	Test Products and/or Services 0 days margin (expected 30-Sep-2010) Test Products and/or Services Test Results View Specification View Test Specifi...

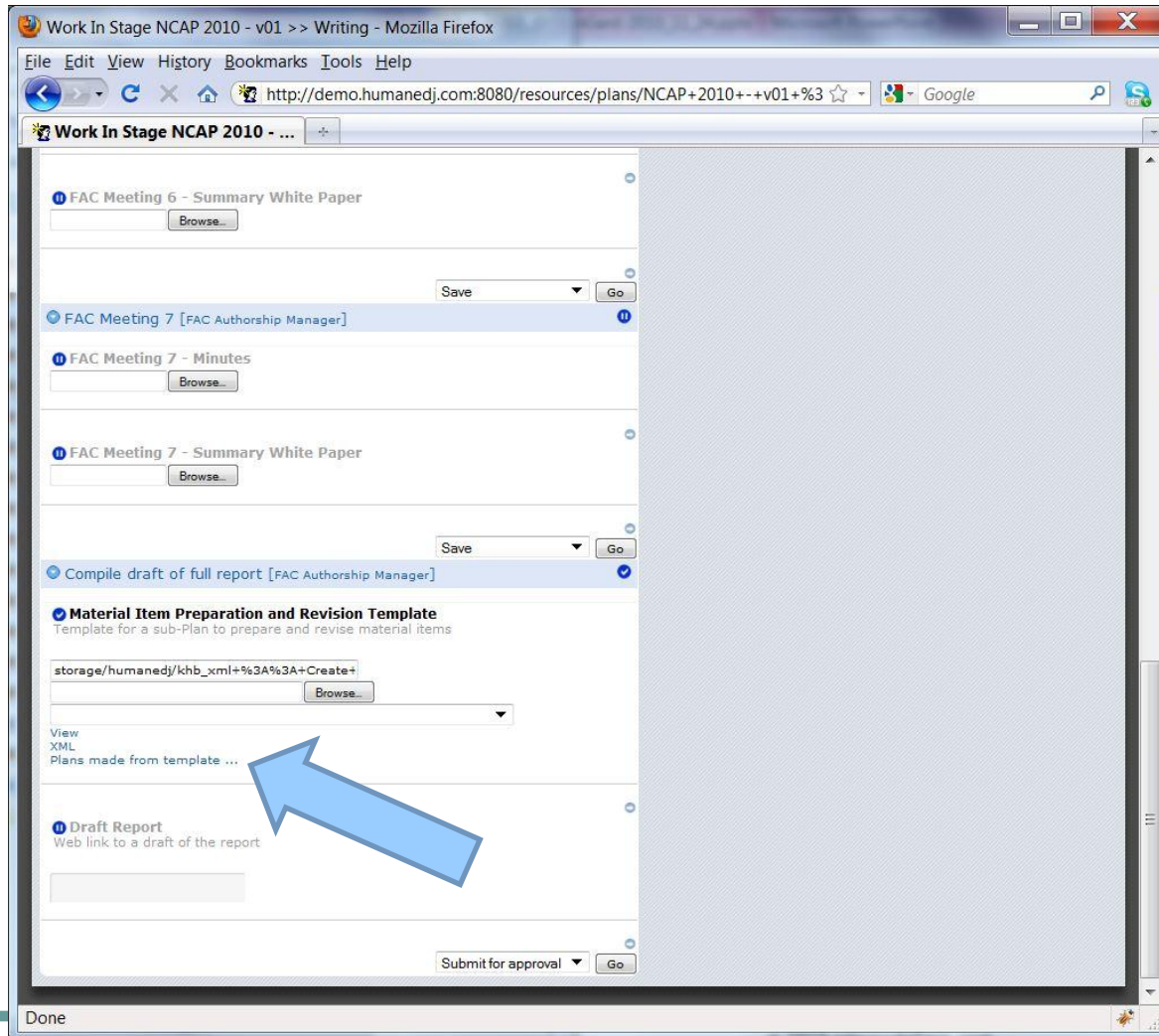
Fine-grained forecasting - explanation



Sub-plans in HumanEdj - 1 of 4



Sub-plans in HumanEdj - 2 of 4



Sub-plans in HumanEdj - 3 of 4

The screenshot shows a web browser window titled "ENTITY NCAP 2010 - v01 >> FAC Authorship Manager >> Material Item Preparation and Revision template - Mozilla Firefox". The address bar shows the URL: <http://demo.humanedj.com:8080/resources/plans/NCAP+2010+-+v01+%3A>. The page has a blue header with navigation links: "To Do", "Plan Stages", "Advanced", and "Actions". A user profile for "Keith Harrison-Broninski" is visible with links for "Help" and "Log out". A banner for "Role Modellers" is also present. The main content area shows the "Material Item Preparation and Revision template" with details: "Last modified: 22-Nov-2010 16:37:13", "By: FAC Authorship Manager (Keith Harrison-Broninski)", and "View: XML". Below this is a "Make Plan from template" section with a "Plan name:" input field and "Make Plan from template" and "Reset" buttons. A section titled "Plans made from template" lists a plan: "NCAP Introductory Statement :: 22-Nov-2010 16:37:49_440" with a "View" link and "XML" format. A "Send Status Reports" button is at the bottom. A blue arrow points to the "View" link.

Sub-plans in HumanEdj - 4 of 4

The screenshot displays the HumanEdj web application interface within a Mozilla Firefox browser window. The browser's address bar shows the URL <http://demo.humanedj.com:8080/resources/plans/NCAP+Introductory+Stat>. The application's navigation bar includes links for 'To Do', 'Plan Stages', 'Advanced', and 'Actions'. A user profile for 'Keith Harrison-Broninski' is visible in the top right corner, along with a 'Log out' link. A 'Role Modellers' logo is also present. A tooltip message states: 'You can send messages in any Stage that your Role belongs to. If you have no Activities in the Stage, click on an Activity in the Stage belonging to another...'. The main content area is titled 'NCAP Introductory Statement' and features a table with four columns: 'Stage', 'Role', 'Activities', and 'Messages'. The table lists two roles: 'FAC Authorship Manager' (Keith Harrison-Broninski) and 'FAC Author' (John Keck). Under 'FAC Authorship Manager', there is an activity 'Specify Material Item' with a '0 days margin (expected 23-Nov-2010)' and a sub-plan containing three items: 'NCAP Material It...', 'NCAP Material It...', and 'View NCAP Materia...'. Under 'FAC Author', there is an activity 'Create and Edit Material Item' with a '0 days margin (expected 23-Nov-2010)' and a sub-plan containing one item: 'NCAP Material Item'. The bottom of the application window shows a 'Done' button.

Stage	Role	Activities	Messages
1. Prepare Material Item	FAC Authorship Manager Keith Harrison-Broninski	Specify Material Item 0 days margin (expected 23-Nov-2010) NCAP Material It... NCAP Material It... View NCAP Materia...	
	FAC Author John Keck	Create and Edit Material Item 0 days margin (expected 23-Nov-2010) NCAP Material Item	

Still not quite enough ...

- Which processes go where in the stack?
- Just about every software product claims support for “tasks”
- How is *work itself* distributed across the stack?



Moving down the stack

<u>How to Work</u>		<u>How to Learn (Research)</u>	<u>Work and Workers</u>	<u>Conversations</u>	<u>Levels of Control</u>
R – Research E – Evaluate A – Analyze C – Constrain T – Task		A – Access I – Identify M – Memorize	Human Driven Work or Mechanistic Work Interaction Worker or Independent Worker	For Possibility Do we want to work together? For Disclosure On what basis? For Action Request/Promise Offer/Accept Report/Acknowledge	Strategic External to work process Overall sponsor Defines key deliverables/metrics Executive External to work process Accountable/informed /consulted Refines deliverables Defines key Roles/Interactions /Activities Management Internal to work process Responsible Refines initial process Facilitates/monitors process and its evolution
<u>Users</u>	<u>User Characteristics</u>	<u>Activities</u>	<u>Roles</u>	<u>Speech Acts</u>	
Identity Physical Location Virtual Location Relationships User Type Capabilities (knowledge and experience) Organizational Authority Characteristics	Action Shaper Implementer Finisher People Coordinator Teamworker Investigator Cerebral Plant Evaluator Specialist Leader Manager Executive Strategist	Units of work Include one or more Tasks Atomic Transactional: Failure of any Task => undo of all Tasks	Goals Responsibilities Interests and Agreements Information (private) References to other Roles Capabilities (power and permissions) Process Authority	Intended Manner (aka Illocutionary Force) Assertive Directive Commissive (Promise, Intention) Expressive Declarative Imperative (aka Perlocutionary Effect)	
		<u>States (Rules)</u>	<u>Interactions</u>	<u>Resources</u>	
		Pre-Condition Post-Condition	Asynchronous Exchange of Information Exchange of Intent (Speech Acts)	Offline / online Information within Role Atomic – digital Shared by Role	
			<u>Interaction Patterns</u>		
			For deciding on next steps Agreement For doing work Collaborative Transaction		

Full
HIM
Model

Integration point
between HMS
and ACM/BPMS

Support HMS Activities with business rules

- For example, using “Adaptive Case Management”
- Business rules provide choice of Tasks
- Knowledge worker selects
 - Tasks to use
 - Order of Task execution

Automate HIMS Activities with a BPMS

- Orchestrate Web services
 - To implement routine processes
- With no human intervention
 - “Straight-through” BPM processes
- With limited human intervention
 - “Human-centric” BPM processes
 - Data entry (e.g., financial data)
 - Decision points (e.g., document approval)

At the top, put Big Processes

- **Overarching**
 - Help managers improve productivity
- **Underpinning**
 - Help IT become more flexible
- **Connecting**
 - Help build partnerships inside and across organizations
- **Remembering**
 - Help organizations improve operations

1 of 4: Overarching processes

- Bring order to chaos
 - In highly collaborative and pressurized conditions
 - Rework typically leads to wasted effort and repeated frustration
- Newsroom platform
 - HMS for content creation
 - BPMS for transcoding and distribution
- Productivity improved four-fold
 - Example of **Management Control**
 - Use GOOD for higher-level control via a HMS

2 of 4: Underpinning processes

- Large-scale dynamic processes require **utility IT**
 - Flowcharts too technical
 - Rules too complex
- Customer service planning
 - Huge process across multiple departments
 - No integration needed
 - Under 2 hours to implement in HumanEdj

3 of 4: Connecting processes

- Key enterprise processes cross boundaries
 - Participants may use different servers
 - Participants may have different software
- New project proposal
 - HIMS for collaboration
 - ECM for document storage
- Subsequently extended
 - To all human resource sharing
 - Back to idea origination
 - Forward to project execution with partners

4 of 4: Remembering processes

- Need to improve knowledge work
 - Not just routine work
 - Lean and Six Sigma not enough
- Patient treatment in healthcare
 - HIMS to let patients manage own cases
 - ACM for decision support
 - Business Intelligence to analyse past cases
- Improvement is itself a Big Process

Benefits of HIMS for Big Processes

- Quadruple productivity
- Build dynamic infrastructure
- Make effective partner relationships
- Continually improve knowledge work

More information:

<http://bit.ly/him-theory>

<http://bit.ly/good-methodology>

<http://bit.ly/hims-technology>

<http://bit.ly/humanedj-case-studies>

<http://bit.ly/humanedj-introduction>